

Quality Assurance Surveillance Plan

Ready Reserve Force (RRF)
Ship Manager Services

Maritime Administration

Introduction:

One of the required sections of Performance Based Service Contracting is a Performance Assessment Plan (PAP) also called a Quality Assurance Surveillance Plan (QASP). Note: the terminology Quality Assurance Surveillance Plan (QASP) is interchangeable with Performance Assessment Plan (PAP). From FAR 37.602-2 Quality Assurance, Agencies shall develop QASP when acquiring services (see 46.103 and 46.401(a)). These plans shall recognize the responsibility of the contractor (see 46.105) to carry out its quality control obligations and shall contain measurable inspection and acceptance criteria corresponding to the performance standards contained in the statement of work. The QASPs shall focus on the level of performance required by the statement of work, rather than the methodology used by the contractor to achieve that level of performance.

The QASP Performance Element defines the performance measurements and methods that Maritime Administration Reviewing Officials will use to assess the Contractor's ability to meet the requirements and objectives of the RRF Ship Manager Services contract. The remainder of this document will define the performance elements in terms of goals and objectives, standards, acceptable quality levels and method/frequency of inspection that will be used by the Government to fairly and consistently judge the Contractor's performance of the RFP Ship Manager Services Statement of Work.

QASP PERFORMANCE ELEMENTS:

Each QASP Performance Element consists of the (A) Performance Worksheet and (B) Evaluation Checkoff Sheet:

- A. Performance Worksheet: Defines criteria of performance element:
1. PERFORMANCE GOAL: goal is clearly stated at the top of the page.
 2. PERFORMANCE ELEMENT: each Performance Goal may have one or more "performance elements" which will be evaluated on an individual basis to determine performance. Performance Elements are usually limited to a single topic.
 3. OBJECTIVE: explanatory text involving or deriving from the Performance Element.
 4. STANDARD: measurable factors.

GENERAL STANDARDS

- Rates – such as, cost per lb
- Limits – not more than, not less than
- Criteria – such as Power, Weight, Volume, life cycle, accuracy
- Systematic – such as regulations issued by an organization

- Quantity – Was the service too much? Too little?
- Quality – Was the SM's quality plan adhered to? Should the SM QA Plan have addressed it?
- Timeliness – Was the service performed early? On time? Late? If early or late was there a cost impact to MARAD?

GOVERNMENT SPECIFIC STANDARDS

- U.S. Code of Federal Regulations (mandated by law)
- MARAD Operational Management Manual
- MARAD Logistics Management Manual
- Engineering Operating Manuals (per ship)
- Deck Operating Manuals (per ship)
- The contract itself
- National Defense Reserve Fleet (NDRF) Severe Weather Plan
- MOORING PLAN for Outported vessels
- MSC SOP (electronic version - provided at activation)
- Navy, MSC, and Area Command SOPs (electronic versions provided as needed)
- Rules and Regulations of the FCC
- COMSC Communications Policies and Procedures Manual
- U.S. Public Health Service Regulations - to maximum extent possible
- Carriage of HAZARDOUS or Explosive CARGOES: USCG regulations, Occupational Safety and Health Act of 1970 (29 USC 655, et. seq.); regulations prescribed by the Dept of Labor for longshoremen; and COMSC instruction 9023.1 Subject: Safety Regulations Governing Handling and Transportation of Ammunition and Other Hazardous Cargoes.

NON-CONSENSUS STANDARDS*

- SM Quality Plan
- Manufacturer's Equipment Operating Manuals (per ship)
- SM developed Commercial Procurement Procedures
- SM developed Predictive Maintenance Plan
- SM developed Activation Plan
- SM developed Operational Plan
- SM developed Deactivation plan
- SM developed specifications and drawings for repairs or upgrades

*"Non-consensus standards," "Industry standards," "Company standards," or "de facto standards," are defined as standards which are developed in the private sector but not in the full consensus process.

VOLUNTARY CONSENSUS STANDARDS

- International Safety Management (ISM) Code

- Generally Accepted Accounting Principles (GAAP) U.S., as established by the Finance Accounting Standards Board
- International Convention for Safety of Life at Sea (SOLAS)
- ABS Rules for Steel Vessels
- Code of International Ship Management
- Standards of Training, Certification & Watchkeeping (STCW-95) or current agreement
- Current ITU Radio Regulations
- Bridge to Bridge Radio Telephone Act
- International Maritime Satellite (INMARSAT) and MF/HF, UHF, and VHF procedures for communication
- International Regulations for Preventing Collisions at Sea
- U.S. Inland Rules of the Road
- International Organization for Standardization (ISO) 9000 (series) - refers to all those features of a product (or service) which are required by the customer. "Quality management" means what the organization does to ensure that its products conform to the customer's requirements.
- ISO 14000 (series) to minimize harmful effects on the environment caused by its activities
- ISO/OHSAS 18000 (series) OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEMS

5. ACCEPTABLE QUALITY LEVEL (AQL): provides 3 or more levels of performance required to be met, or any acceptable deviation from the standard that may be allowed. The AQL is not a threshold at which official notification actions must be taken.

6. OBJECTIVE QUALITY EVIDENCE - (OQE): Any record, information, or statement of fact, quantitative or qualitative, pertaining to the quality of a product or service, including safety, based on observations, measurements, or tests which can be verified. OQE will be expressed in terms of specific quality requirements or characteristics. These characteristics are identified in drawings, specifications or other documents which describe the item, process, or procedure. The OQE is physical evidence that an auditor or reviewer, when reviewing an audit report or check off sheet, can inspect and evaluate for themselves. It provides compelling evidence that the findings support the quality level given.

7. INITIATING OFFICIAL: Functional title of MARAD official or officials who initiate QASP evaluations. For several elements this may include more than one official.

8. METHOD OF INSPECTION: Acceptable methods of inspection include, but are not limited to:

- **100% INSPECTION/SURVEILLANCE:** (FAR) is the most appropriate method for infrequent tasks or tasks with stringent performance requirements, such as safety or health concerns, or activations for national mobilizations. With this method, performance is inspected/evaluated at each occurrence.
- **RANDOM SAMPLING:** (FAR) is a statistically based method that assumes receipt of acceptable performance if a given percentage or number of scheduled assessments are found to be acceptable. Random sampling is the most suitable method for frequently reoccurring tasks such as maintenance or contract records administration. It works best when the number of instances is very large and a statistically valid sample can be obtained. There is no set percentage or minimum/maximum number of assessments conducted in Random Sampling. The quantity of assessments will be based on findings and performance.
- **PERIODIC INSPECTION:** is planned at specific intervals or dates that are directly applicable to tasks that occur infrequently such as activations, operations, major ship repair, the annual contract administrative review; or COTR ship visit. May be conducted by any MARAD personnel acting in accordance with his/her position.
- **UNSCHEDULED INSPECTIONS:** An unplanned inspection usually carried out in conjunction with inspections of other requirements or in an impromptu fashion on the way to or from another commitment. For example, a COTR may be monitoring preventative maintenance operations. Incident to that inspection, he/she may notice and document another service that fails to meet specific performance standards. This constitutes an unscheduled inspection. It is seldom used as a primary method of surveillance. Decisions on what to inspect are usually arbitrary; they are made simply "because you are there", but may include obvious safety violations or unsafe practices. Consider Unscheduled Inspections as a supplement to other methods. A Quality Deficiency Report (QDR) may be issued for the non-conformance.
- **TREND ANALYSIS:** Uses a database of information, such as the MARAD Ready Reserve Force Management System (RMS), readiness reports or electronic invoicing to show trends over a period of time. Trend analysis should be used regularly and continually to assess the contractor's ongoing performance over time. Contractor-managed metrics may provide additional information needed for analysis.
- **CONTRACTOR METRICS:** are Metrics defined and maintained per the Ship Manager Quality Plan.

- **THIRD PARTY AUDITS:** Defense Contract Audit Agency; authorized ISM organizations, or any 3rd party agency or organization requested by MARAD to perform inspections. A third party is an organization that is independent of the government and the contractor. All documentation supplied to, and produced by the third party should be made available to both the government and the contractor.

9. FREQUENCY OF INSPECTIONS: The COTR will advise the Ship Manager in advance of his/her schedule. Not all QASP Performance Elements will be evaluated on each scheduled inspection period.

10. STATEMENT OF WORK REFERENCE: This is the location within the contract, usually Section C, which refers to the performance requirement. It may be the numerical clause and its follow-on depending clauses, such as Sections C.2, C.2.1, C.2.2, C.2.2.1, etc.

11. OTHER APPLICABLE REFERENCES: References through the contract and other MARAD documents which apply to the performance requirement.

12. RATING: Each Performance Element receives an individual rating. Each performance element may be rated more than one time per performance rating period. For example, if the Frequency of Inspections is monthly, and the rating period is six months long, then there should be six (6) performance elements included in the final.

13. RATIONALE/COMMENTS: Individual COTR comments are found in this section of the worksheet. These summary comments support the performance element rating discussed above.

NOTE CONCERNING VALIDATED CUSTOMER COMPLAINTS: Customer Feedback/User Complaints: (FAR). Customer feedback/user complaint is a means of documenting certain kinds of service problems and successes. Any MARAD personnel acting in accordance with his/her position; members of USCG, MSC, USTRANSCOM, or other DOD components may issue a customer feedback/user complaint. The feedback/complaint is issued to the COTR. Feedback comments should have a time/date; narrative description; name of individual. To be a valid method, all such alleged defects must be examined by the COTR within a reasonable time (depends on nature of service) and determined to be a true defect. The COTR will add the date that feedback is verified or accepted.

B. EVALUATION CHECK OFF SHEET: A check off list used to aid the COTR during his/her evaluation of the performance. It is considered privileged official backup material, and is therefore not part of the performance element. This sheet is automatically inputted into the Performance Evaluation and Appraisal

System (PEAS). It should be noted that the QASP evaluation is not solely dependent on the check off sheet.

Conclusions

Upon the conclusion of an evaluation rating period (quarterly after first rating period which is 9 months after NTP), a formal copy of the evaluation will be sent by the ACO to the Ship Manager. In accordance with FAR 42.1503(b), the Ship Manager has the right to submit comments to the ACO within 30 days of receipt of the quarterly past performance evaluation. Comments submitted will be reviewed one level above the ACO and remain part of the record to be presented to the Incentive Awards Committee. See Award Incentive Plan J. Ship Manager comments will not change an evaluation, but may in the view of the Incentive Awards Committee mitigate it. The ultimate conclusion on the performance evaluation is a decision of the contracting agency. Copies of the evaluation, contractor response, and review comments, if any, shall be retained as part of the evaluation.

Performance Goal 1: Responsive and High-Quality Completion of Fleet Maintenance Requirements

Performance Element 1-1: Preventative Maintenance Plan (PMP) Execution	
<p>Performance Objective: Ship Manager is effectively and efficiently executing the PMP in both Phase M and Phase O to successfully achieve readiness, activation and operational requirements.</p>	
<p>Standards</p> <p><u>Exceeds Standard</u></p> <ul style="list-style-type: none"> All maintenance actions for non-critical equipment are accomplished PM actions are updated to improve the effectiveness of the PMP RMS is updated to reflect any anomalies or additional maintenance conducted in the process of executing PM actions <p><u>Meets Standard</u></p> <ul style="list-style-type: none"> All maintenance actions are completed on "critical equipments" All maintenance actions for non-critical equipment are accomplished The same maintenance action for non-critical equipment is not accomplished more than once The PMP is updated to reflect equipment additions, change-outs and removals PM actions are updated to improve the effectiveness of the PMP RMS is updated to reflect any anomalies or additional maintenance conducted in the process of executing PM actions <p><u>Unsatisfactory</u></p> <ul style="list-style-type: none"> All maintenance actions are not completed on "critical equipments" All maintenance actions for non-critical equipment are not accomplished The same maintenance action for non-critical equipment is not accomplished more than once over a six month period The PMP is not updated to reflect equipment additions, change outs and removals RMS is not updated to reflect any anomalies 	<p>Quality Levels</p> <p><u>Exceeds Acceptable Quality Levels</u></p> <ul style="list-style-type: none"> Five or less omissions per vessel per month Objective Quality Evidence (OQE) – The SM clearly demonstrates a program of continuous improvement Two or less deviations on non-critical equipments per vessel per six month period <p><u>Acceptable Quality Level</u></p> <ul style="list-style-type: none"> No omissions No more than five omissions per vessel per month No deviations over a six month period No Omissions OQE No deviations on Critical Equipments No more than two deviations on non-critical equipments per vessel per six month period <p><u>Unsatisfactory Quality Level</u></p> <ul style="list-style-type: none"> One or more actions are not completed More than five omissions per vessel per month The same action is not completed twice or more over a six month period No deviations Two or more deviations on non-critical

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or additional maintenance conducted in the process of executing PM actions	equipments per vessel per six month period
<u>Initiating Official:</u> COTR	
<u>Method of Inspection:</u> COTR review of RMS Visual inspection of equipment and systems during ship visits by COTR Light-offs, Dock and Sea Trials ABS Surveys USCG Inspections	
<u>Frequency of Inspection:</u> Continuous review maintenance history database Periodic COTR vessel visits. (note: COTR shall inspect each vessel at least monthly for vessels in Phase M and annually for vessels in Phase O)	
<u>Statement of Work Reference:</u> C.2.3.1.1	<u>Applicable References:</u> RMS, Ship Technical Manuals; Ship Operating Manuals; Applicable Regulatory Rules, Regulations and MOUs SM Business Plan
<u>Rating:</u> <div style="display: flex; justify-content: space-around; margin-top: 10px;"> <div style="text-align: center;">0 Unsat</div> <div style="text-align: center;">2 Meets Standard</div> <div style="text-align: center;">3 Exceeds Standard</div> </div>	
<u>Rationale/Comments required for all rating levels:</u> <div style="height: 40px; border: 1px solid black; margin-top: 5px;"></div>	

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Performance Element 1-1 PMP Execution			
<i>Review of PMP</i>	Yes	No	Remarks
<i>FOR USE BY GOVERNMENT</i>			
<i>Review of RMS Database Compare data entries against scheduled actions</i>			
<i>FOR USE BY GOVERNMENT</i>			
<i>Inspection of Ship's Equipment and Material Condition</i>			
<i>FOR USE BY GOVERNMENT</i>			

Performance Element 1-2: Regulatory Body Classification/Certification	
Performance Objective: Regulatory body surveys and inspections are compliant and current. Outstanding deficiencies levied by regulatory bodies are being resolved in a timely manner.	
Standards <u>Exceeds Standards</u> <ul style="list-style-type: none"> • All onboard documents are current and maintained in the appropriate locations • No ABS outstanding issued per inspection cycle • No USCG 835s issued during an inspection period • Vessel is fully prepared and pre-checks conducted prior to regulatory body inspection or survey • Ship Managers monitor changes to regulatory body requirements and implement changes to achieve compliance <u>Meets Standards</u> <ul style="list-style-type: none"> • All onboard documents are current and maintained in the appropriate locations • All inspections and surveys are completed within the regulatory requirement timeframes without request for extensions • No ABS outstanding issued per inspection cycle • All ABS outstanding items are cleared before due date • No USCG 835s issued during an inspection period • All 835s and work lists are cleared by due date • Vessel is fully prepared and pre-checks conducted prior to regulatory body inspection or survey • The RMS database is updated to reflect current regulatory body requirements • Ship Managers monitor changes to regulatory body requirements and implement changes to achieve compliance <u>Unsatisfactory</u> <ul style="list-style-type: none"> • All onboard documents are current and maintained in the appropriate locations • All inspections and surveys are completed within the regulatory requirement timeframes without request for extensions • No ABS outstanding issued per inspection 	Quality Levels <u>Exceeds Acceptable Quality Levels</u> <ul style="list-style-type: none"> • No deficiencies noted • No outstandings • No USCG 835s • No noted discrepancies or required revisits • Objective Quality Evidence (OQE) – Proactive notification to MARAD, crew training, and identify necessary changes to business plan <u>Acceptable Quality Level</u> <ul style="list-style-type: none"> • No more than one deficiency noted • No deficiencies • No more than five outstandings that do not impact readiness • No discrepancies • No more than five USCG 835s that do not impact readiness • No discrepancies • No more than two noted discrepancies that were cleared in a single revisit • No deficiencies • Vessels remain in compliance <u>Unsatisfactory Quality Level</u> <ul style="list-style-type: none"> • More than one deficiency noted • Deficiencies noted • More than five outstandings that do not

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<p>cycle</p> <ul style="list-style-type: none"> All ABS outstanding items are cleared before due date No USCG 835s issued during an inspection period All 835s and work lists are cleared by due date Vessel is fully prepared and pre-checks conducted prior to regulatory body inspection or survey The RMS database is updated to reflect current regulatory body requirements Ship Managers monitor changes to regulatory body requirements and implement changes to achieve compliance 	<p>impact readiness or any outstanding that impacts readiness</p> <ul style="list-style-type: none"> Discrepancies noted More than five USCG 835s that do not impact or any outstanding that impacts readiness Discrepancies noted More than two noted discrepancies that were cleared in a single revisit or more than one revisit Deficiencies noted Vessel is cited for noncompliance <p><i>It is recognized some USCG 835s or ABS Outstanding deficiencies will be issued due to the vessel's limited availability. These deficiencies will not impact the SM's performance assessment unless the SM is unable to clear the deficiency when the opportunity is available.</i></p>						
<p><u>Initiating Official:</u></p> <ul style="list-style-type: none"> COTR 							
<p><u>Method of Inspection:</u></p> <ul style="list-style-type: none"> RMS Review ABS Safenet Review Vessel inspection and attendance during surveys 							
<p><u>Frequency of Inspection:</u></p> <ul style="list-style-type: none"> COTR discretion but at least monthly. COTR attendance during regulatory body inspections. 							
<p><u>Statement of Work Reference:</u></p> <ul style="list-style-type: none"> C.2.1 							
<p><u>Other Applicable References:</u></p> <ul style="list-style-type: none"> Vessel's "Blue Book" with associated vessel regulatory documents ABS SAFENET RMS USCG Bridge Record Card 							
<p><u>Rating:</u></p> <table style="width: 100%; text-align: center; border: none;"> <tr> <td style="width: 33%;">0</td> <td style="width: 33%;">2</td> <td style="width: 33%;">3</td> </tr> <tr> <td>Unsat</td> <td>Meets Standard</td> <td>Exceeds Standard</td> </tr> </table>		0	2	3	Unsat	Meets Standard	Exceeds Standard
0	2	3					
Unsat	Meets Standard	Exceeds Standard					
<p><u>Rationale/Comments required for all rating levels:</u></p> <div style="height: 40px; border: 1px solid black; margin-top: 5px;"></div>							

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Performance Element 1-3: Readiness of the Vessel	
Performance Objective: The vessel is capable of being activated within its assigned readiness period and can sustain 180-day FMC operations.	
Standards <u>Exceeds Standard</u> <ul style="list-style-type: none"> Ship Manager maintains vessel in C1/C2 unless a C3 or C5 period is scheduled in the Business Plan If operational, Ship Manager operates vessel in Phase O in an FMC condition for up to 180 days <u>Meets Standard</u> <ul style="list-style-type: none"> Ship Manager maintains vessel in C1/C2 unless a C3 or C5 period is scheduled in the Business Plan If operational, Ship Manager operates vessel in Phase O in an FMC condition for up to 180 days The Ship Manager accurately reports vessel readiness The Ship Manager promptly reports unscheduled readiness changes within 24 hours of identification <u>Unsatisfactory</u> <ul style="list-style-type: none"> Ship Manager maintains vessel in C1/C2 unless a C3 or C5 period is scheduled in the Business Plan If operational, Ship Manager operates vessel in Phase O in an FMC condition for up to 180 days The Ship Manager accurately reports vessel readiness The Ship Manager promptly reports unscheduled readiness changes within 24 hours of identification 	Quality Levels <u>Exceeds Acceptable Quality Levels</u> <ul style="list-style-type: none"> No unscheduled C3 or C4 periods Minimum 98% FMC sustained <u>Acceptable Quality Level</u> <ul style="list-style-type: none"> No more than nine days of unscheduled C3 or C4 periods Minimum 95% FMC sustained No instances the SM does not report an unscheduled C-3 or C-4 condition No deviations <u>Unsatisfactory Quality Level</u> <ul style="list-style-type: none"> More than nine days of unscheduled C3 or C4 periods Less than 95% FMC sustained One or more instances the SM does not report an unscheduled C-3 or C-4 condition One or more deviations
Initiating Official: COTR	
Method of Inspection: Review of Ship Manager's After-Action and Incident Reports Review of Casualty Reports Visual inspection of ship by MARAD Operational Message Traffic and SITREPs	
Frequency of Inspection:	

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Monthly or more frequent if inconsistencies are found.						
<u>Statement of Work Reference:</u> C.2.2.4, 2.2.5.1, C3.3.1						
<u>Other Applicable References:</u> <ul style="list-style-type: none"> Weekly RMS reports on readiness and RSTARS ABS Rules for Steel Vessels Ship Manager Quality Plan SM Operations Plan 						
<u>Rating:</u> <table style="margin-left: 100px; border: none;"> <tr> <td style="text-align: center; width: 100px;">0</td> <td style="text-align: center; width: 100px;">2</td> <td style="text-align: center; width: 100px;">3</td> </tr> <tr> <td style="text-align: center;">Unsat</td> <td style="text-align: center;">Meets Standard</td> <td style="text-align: center;">Exceeds Standard</td> </tr> </table>	0	2	3	Unsat	Meets Standard	Exceeds Standard
0	2	3				
Unsat	Meets Standard	Exceeds Standard				
<u>Rationale/Comments required for all rating levels:</u> <div style="height: 40px; border: 1px solid black;"></div>						

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Performance Element 1-3: Readiness of the Vessel.			
<i>Phase M</i>	Yes	No	Remarks
For use by Government			
<i>Phase O</i>			
For use by Government			

Performance Element 1-4: Quality and Completeness of Business Plan (M&R Work Plan) Vessel.	
<p><u>Performance Objective:</u> The Business Plan encompasses the accurate and responsive actions including but not limited to performing preventative maintenance, maintaining regulatory compliance, correction of known and emergent deficiencies, as required to maintain the vessel in C1 or C2 status.</p>	
<p>Standards</p> <p><u>Exceeds Standard</u></p> <ul style="list-style-type: none"> • The Ship Manager applied Risk Management in the development of the Business Plan • Initial Business Plan requires no more than one minor “re-write” • The final Business Plan requires no changes • The initial and final business plans are submitted in accordance with the MARAD directed schedule. <p>•</p> <p><u>Meets Standard</u></p> <ul style="list-style-type: none"> • The Ship Manager applied Risk Management in the development of the Business Plan • The initial Business Plan submission requires no more than one “major re-write” • The final Business Plan submission requires no more than one “minor re-write” • The Business Plans (initial and final) are received in accordance to the MARAD directed schedules • Any minor changes to the final Business Plan are to be accomplished within 5 business days of receipt of comments from MARAD <p><u>Unsatisfactory</u></p> <ul style="list-style-type: none"> • The Ship Manager applied Risk Management in the development of the Business Plan • The final Business Plan requires one or more major rewrite • The initial and final Business Plans are not received in accordance to the MARAD directed schedule <p><i>If the Business Plan requires modifications due to MARAD imposed requirements after the initial submission, SMs performance should be reflected in PE ;, Responsiveness to changes in the BP.</i></p>	<p>Quality Levels</p> <p><u>Exceeds Acceptable Quality Levels</u></p> <ul style="list-style-type: none"> • No deviations in major activities and non-major activities • No more than one minor re-write • No changes required • Received on or before scheduled due dates <p><u>Acceptable Quality Level</u></p> <ul style="list-style-type: none"> • No deviations in major activities and 90% of non-major activities • No more than one major re-write required • No more than one minor re-write required • No more than 3 business days after scheduled due date • Final revision received no more than 5 business days after receipt of comments <p><u>Unsatisfactory Quality Level</u></p> <ul style="list-style-type: none"> • A deviation in a major activity or less than 90% of non-major activities • Final Business Plan requires a major re-write • Business Plan submissions are received more than 3 days after due date <p><i>A major activity is defined as a project or individual work item that has a dollar value greater than \$500,000, applies to a piece of critical equipment, or is an activity which impacts vessel readiness.</i></p> <p><i>A minor re-write is defined as the SM having to modify the BP because he omitted 5 or less known repair items or 10 or less known repair items were incomplete in respect to statement</i></p>

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	<p><i>of work, applicable equipment, or reasonableness of cost estimate (i.e. the cost estimate is within 20% of the government/surveyor estimate).</i></p> <p><i>A major re-write is defined as a significant change to the overall business plan schedule or cost due to the omission of a key element(s) such as a key regulatory requirement or known activation. The SM will be held accountable for a complete business plan if he is informed of all known activations. A major re-write may also be defined as the SM omitting more than five (5) known repair items or more than 10 known repair items were incomplete in respect to statement of work, applicable equipment, or reasonableness of cost estimate (i.e. the cost estimate is within 20% of the government/surveyor estimate).</i></p>
<p><u>Initiating Officials:</u></p> <ul style="list-style-type: none"> • COTR • SMS • SOMO • SSR 	
<p><u>Method of Inspection:</u></p> <ul style="list-style-type: none"> • Review and assessment of the Business Plan as submitted under contract • Review of RMS 	
<p><u>Frequency of Inspection:</u></p> <ul style="list-style-type: none"> • Initial and Final submissions • When updates are submitted by the Ship Manager • When MARAD guidance dictates 	
<p><u>Statement of Work Reference:</u> C.2.1, C.2.2, C.2.3, C.2.4, C.2.5 C.6.4, C.6.5 Attachment J-4</p>	<p><u>Applicable References:</u></p> <ul style="list-style-type: none"> • MAR-611 Maintenance and Repair Planning Guidance (issued annually) • MAR-613 Fiscal Guidance (issued annually per USTC/Navy Planning Guidance) • SM Quality Assurance Plan
<p>Rating: 0 2 3</p> <p style="padding-left: 150px;">Unsat Meets Exceeds</p> <p style="padding-left: 180px;">Standard Standard</p>	
<p>Rationale/Comments required for all rating levels:</p>	

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[illegible]

Performance Element 1-5: Quality of Ship Manager's Execution of the Business Plan (M&R Work Plan)	
Performance Objective: Ship Manager is effectively and efficiently executing the Business Plan.	
Standards <u>Exceeds Standard</u> <ul style="list-style-type: none"> MARAD identifies work is completed on time and within budget Completion of planned actions is within business plan cost estimates Planned actions are started in accordance with the business plan schedule Planned actions are completed on schedule The SM effectively adjusted his business plan due to MARAD imposed changes or event beyond the SM control <u>Meets Standard</u> <ul style="list-style-type: none"> Work is completed in a satisfactory manner Completion of planned actions is within business plan cost estimates Completion of emergent deficiencies is within business plan cost estimates and allotted crew time Scheduled delivery dates for specifications are met (if required for Contract Review Team or other threshold) Planned actions are started in accordance with the business plan schedule Planned actions are completed on schedule The SM effectively adjusted his business plan due to unanticipated changes RMS is maintained to reflect work <u>Unsatisfactory</u> <ul style="list-style-type: none"> MARAD identifies work that is not accomplished in a satisfactory manner Completion of planned actions is within business plan cost estimates Completion of emergent deficiencies is within business plan cost estimates and allotted crew time Scheduled delivery dates for specifications are met (if required for Contract Review Team or other threshold) Planned actions are started in accordance 	Quality Levels <u>Exceeds Acceptable Quality Levels</u> <ul style="list-style-type: none"> No rework is required Cost estimates are within +/-5% Actions are started on or before schedule date Work is completed within the duration of the planned performance period Objective Quality Evidence (OQE) <u>Acceptable Quality Level</u> <ul style="list-style-type: none"> No more than 3% of actions require rework Cost estimates are within +/-10% Cost estimates are within +/-20% Specifications are received on or before the due date with no technical omissions or inaccuracies Work is commenced within 3 business days of plan Work is completed no more than 10% longer than the duration of the planned performance period OQE 100% Compliance within 2 business days <u>Unsatisfactory Quality Level</u> <ul style="list-style-type: none"> More than 3% of actions require rework Cost estimates are greater than +/-10% Cost estimates are greater than +/-20% Specs are received after the due date or have technical omissions or inaccuracies Work is commenced 3 or more business

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<p>with the business plan schedule</p> <ul style="list-style-type: none"> Planned actions are completed on schedule RMS is maintained to reflect work 	<p>days after plan schedule date</p> <ul style="list-style-type: none"> Work is completed more than 10% longer than the duration of the planned performance period Not updated within 2 business days 						
<p><u>Initiating Official:</u> COTR</p>							
<p><u>Method of Inspection:</u> COTR review of RMS, including maintenance history, cost database and invoices Visual inspection of equipment and systems during ship visits by COTR</p>							
<p><u>Frequency of Inspection:</u> <ul style="list-style-type: none"> Weekly reviews of RMS and Periodic COTR vessel visits (note: COTR shall conduct visual inspection of vessel at least monthly for Phase M and annually for Phase O if deployed throughout the year) </p>							
<p><u>Statement of Work Reference:</u> <ul style="list-style-type: none"> C.6.4 </p>	<p><u>Applicable References:</u> RMS; MLSS; Ship Technical Manuals; Ship Operating Manuals; Applicable Regulatory Rules, Regulations and MOUs </p>						
<p><u>Rating:</u></p> <table style="width: 100%; text-align: center;"> <tr> <td style="width: 33%;">0</td> <td style="width: 33%;">2</td> <td style="width: 33%;">3</td> </tr> <tr> <td>Unsat</td> <td>Meets Standard</td> <td>Exceeds Standard</td> </tr> </table>		0	2	3	Unsat	Meets Standard	Exceeds Standard
0	2	3					
Unsat	Meets Standard	Exceeds Standard					
<p><u>Rationale/Comments required for all rating levels:</u></p> <div style="height: 40px; border: 1px solid black;"></div>							

Performance Element 1-5: Quality of Ship Manager's Execution of the Business Plan (M&R Work Plan)			
<i>Review of Business Plan execution w/in RMS</i>	Yes	No	Remarks
For use by Government			
<i>Inspection of Ship's Equipment and Material Condition</i>			
For use by Government			

Performance Element 1-6: Logistics	
Performance Objective: Manage, maintain and replenish ship support material and property necessary to sustain RRF vessels for 180 days.	
Standards <u>Exceeds Standard</u> <ul style="list-style-type: none"> Repair part inventory accuracy is 98.0% or greater All technical manuals are accounted for SM has developed and implemented a written repair part stock replenishment program Outstanding requisitions over one year old are reviewed There are no open* repair part locations Padlocks are not used to secure repair part locations Stock receipts are labeled and stowed within 5 working days No major discrepancies exist in the vessel's configuration Completed Accountable Property inventory count sheets are on file and available for review No lost or stolen Accountable Property All pricing information is being properly posted into RMS Ship Manager is not purchasing items available in SBS Ship Manager fully complies with TE-5 <u>Meets Standard</u> <ul style="list-style-type: none"> Repair part inventory accuracy is 95.0% to 97.9% No more than one technical manual could not be located SM has an effective stock replenishment program Repair part storerooms are neat, well organized, and secure No more than five open* locations Stock receipts are labeled and stowed within 10 working days Repair part locations are inventoried in accordance with TE-5 No more than one major discrepancy exists in the vessel's configuration record Ship Manager is procuring (or has requested funding to procure) technical manuals and repair parts necessary to support new equipment for 180 days Proper Accountable Property inventories are being conducted and reported on time New Accountable Property is added to RMS within two working days Survey documents are properly completed and descriptive Pricing information is being posted properly into RMS SM is not purchasing items available in SBS 	Quality Levels <u>Exceeds Acceptable Quality Levels</u> <ul style="list-style-type: none"> 98% or greater accuracy No missing manuals Objective Quality Evidence (OQE) OQE No open locations Padlocks not used 5 working days or less Zero major deficiencies OQE Zero lost or stolen items Zero deficiencies No more than 2% of repair part procurements No major discrepancies <u>Acceptable Quality Level</u> <ul style="list-style-type: none"> 95.0% to 97.9% accuracy No more than one missing manual OQE OQE No more than 5 open locations Within 10 working days OQE No more than one discrepancy OQE OQE; No more than 5 days late No more than 2 working days OQE No more than 2% of invoices entered are in error No more than 5% of repair part

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<ul style="list-style-type: none">• SM complies with all other requirement of TE-5 <p><u>Unsatisfactory</u></p> <ul style="list-style-type: none">• Ship Manager's inventory accuracy is 94.9% or less• Two or more technical manuals could not be located• Repair part storerooms are dirty, disheveled or not secured• There are more than five open* locations• Ship Manager fails to properly stow receipts within 10 working days• Repair Part locations not being inventoried• More than major discrepancy exists in the vessel's configuration record• Ship Manager is not procuring (or has not requested funding to procure) technical manuals and repair parts necessary to support new equipment for 180 days• Proper Accountable Property inventories are not being conducted or reported on time• New Accountable Property is not being added to RMS within two working days• Survey documents are not being properly completed or are not descriptive• Pricing information is not being posted properly into RMS• SM is purchasing items available in SBS• SM is not in compliance with TE-5 <p><small>* Locations unattended and not secured by a padlock or seal</small></p>	<p>procurements</p> <ul style="list-style-type: none">• No more than one major discrepancy <p><u>Unsatisfactory Quality Level</u></p> <ul style="list-style-type: none">• 94.9% or less accuracy• Two or more missing manuals• Objective Quality Evidence (OQE)• More than 5 locations open• More than 10 working days• OQE• More than one major discrepancy• OQE• OQE; more than 5 days late• More than 2 working days• OQE• More than 2% of invoices entered are in error• Greater than 5% of repair part procurements• More than one major discrepancy						
<p><u>Initiating Official:</u> LMO, Headquarters (MAR-614); COTR</p>							
<p><u>Method of Inspection:</u> Random or scheduled inspections Review of RMS Visual inspection of equipment, systems and documentation Review of CDRLs Random sampling</p>							
<p><u>Frequency of Inspection:</u></p> <ol style="list-style-type: none">1. Region LMO: Inspections no less than once every six months for 4-5 day vessels and no less than once every two years for all other RRF vessels.2. Headquarters: Random inspections no less than once every two years for 4-5 day vessels, and as necessary for all other RRF vessels.							
<p><u>Statement of Work Reference:</u> C 2.8.1 through 2.8.18.1, TE-5</p>	<p><u>Applicable References:</u> FAR 45.5; CFR 101-26.107</p>						
<p><u>Rating:</u></p> <table><tr><td>0</td><td>2</td><td>3</td></tr><tr><td>Unsat</td><td>Meets Standard</td><td>Exceeds Standard</td></tr></table>		0	2	3	Unsat	Meets Standard	Exceeds Standard
0	2	3					
Unsat	Meets Standard	Exceeds Standard					

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[illegible]

**Performance Goal 2: Successfully Perform and Support Core RRF Requirements
(Activation/ Operation/ Deactivation)**

Performance Element 2-1: Quality of Vessel Activation and Deactivation	
Performance Objective: <ul style="list-style-type: none"> The vessel activates on time and within budget in accordance with mission requirements. The vessel is deactivated to its normal R-Status and a plan is developed for the correction of all voyage repairs. <i>(note – This PE applies to all activations including maintenance activations)</i>	
Standards <u>Exceeds Standard</u> (either bullet accomplished) – <ul style="list-style-type: none"> Successfully implements contingency plans for simultaneous activation of multiple vessels Prepares vessel for unique mission requirements <u>Meets Standard</u> <ul style="list-style-type: none"> Ready for Sea within activation timeframe All required reports are submitted Activation Plan adhered to or adjusted to suit unique mission requirements Deactivation Plan adhered to inclusive of planning correction of voyage repairs Costs maintained within Ship Manager's budget <u>Unsatisfactory</u> (Any of the following will result in receiving an Unsat.) <ul style="list-style-type: none"> Ready for Sea within activation timeframe All required reports are submitted Activation Plan adhered to or adjusted to suit unique mission requirements Deactivation Plan adhered to inclusive of planning correction of voyage repairs Costs maintained within Ship Manager's budget 	Quality Levels <u>Exceeds Acceptable Quality Levels</u> <ul style="list-style-type: none"> Objective Quality Evidence (OQE) OQE <u>Acceptable Quality :Level</u> <ul style="list-style-type: none"> No deviations No deviations OQE No deviations Does not exceed activation estimate <u>Unsatisfactory Quality Level</u> <ul style="list-style-type: none"> Failed to activate on time and be FMC One or more deviations or incomplete information Failed to adhere to plan or adjust for mission requirements Failed to adhere to plan or omitted voyage repairs Exceeds budget
Initiating Officials: COTR, SMS	
Method of Inspection: COTR review and assessment of the Activation Plans against actual execution. Receipt and review of reports and SITREPS On board monitoring and inspection	
Frequency of Inspection: As required upon activation notification.	
Statement of Work Reference: C.3.2 C.3.4.2	Applicable References: <ul style="list-style-type: none"> Manufacturers' Manuals for safe operation of machinery Deck Operating Manual Engineering Operating Manual Ship Manager's Activation Plan

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	<ul style="list-style-type: none"> Ship Manager's Activation Specification Ship Manager's Deactivation Plan Ship Manager's Deactivation Specification Activation Message Ship Manager Quality Assurance Plan
<u>Rating:</u> <div style="display: flex; justify-content: space-around; margin-top: 5px;"> <div style="text-align: center;">0 Unsat</div> <div style="text-align: center;">2 Meets Standard</div> <div style="text-align: center;">3 Exceeds Standard</div> </div>	
<u>Rationale/Comments required for all rating levels:</u>	

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Performance Element 2-1: Quality of Vessel Activation and Deactivation			
<i>Activation</i>	Yes	No	Remarks
For use by Government			
<i>Deactivation</i>			
For use by Government			

Performance Element 2-2: Quality of Ship Operations	
Performance Objective: Ship Manager effectively and efficiently sustains continuous operations in accordance with all mission requirements.	
Standards <u>Exceeds Standard</u> <ul style="list-style-type: none"> • Performs operations in accordance with Ship Managers Operations Plan • Submits MSC and MARAD standard reports • Issues CASREPS, CASCORS, and CASCANS in accordance with MSC reporting requirements • Effectively manages Phase O budget and crew overtime <u>Meets Standard</u> <ul style="list-style-type: none"> • Performs operations in accordance with Ship Managers Operations Plan • Effectively and efficiently conducts cargo operations • Maintains RMS including all voyage repairs • Monitors regulatory requirements while in Phase O to ensure vessels remains in compliance • Submits MSC and MARAD standard reports • Issues CASREPS, CASCORS, and CASCANS in accordance with MSC reporting requirements • Effectively manages Phase O budget and crew overtime • Supports embarked supercargoes and military personnel • Effectively and efficiently conducts repairs in overseas ports. <u>Unsatisfactory</u> <ul style="list-style-type: none"> • Performs operations in accordance with Ship Managers Operations Plan 	Quality Levels <u>Exceeds Acceptable Quality Levels</u> <ul style="list-style-type: none"> • No major deficiency and 1 minor deficiency per ship per 90 day operational period • No more than 1 deviation per ship per 90 day period with no recurrence of the same deficiency through the entire operational period • No Deviations • Does not deviate from agreed upon discretionary overtime amount <u>Acceptable Quality Level</u> <ul style="list-style-type: none"> • No major deficiencies and no more than 3 minor deficiencies per ship per 30 day operational period and no recurrence of the same deficiency through the entire operational period • No deviations that delay cargo ops • No deviations • Notifies MARAD of any requirement due within 180 days • No more than 3 deviations per ship per 30 day period with no recurrence of the same deficiency through the entire operational period • No more than 1 deviation per ship through entire operational period • Does not deviate more than 10% from agreed upon discretionary overtime amount • Objective Quality Evidence (OQE) • All work is justified as emergency or mission critical, satisfactorily completed at acceptable cost, and properly documents work completed <u>Unsatisfactory Quality Level</u> <ul style="list-style-type: none"> • One Major deficiency or more than 3 Minor deficiencies per ship per 30

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<ul style="list-style-type: none"> Effectively and efficiently conducts cargo operations Maintains RMS including all voyage repairs Monitors regulatory requirements while in Phase O to ensure vessels remains in compliance Submits MSC and MARAD standard reports <ul style="list-style-type: none"> Issues CASREPS, CASCORS, and CASCANS in accordance with MSC reporting requirements Effectively manages Phase O budget and crew overtime <ul style="list-style-type: none"> Supports embarked supercargoes and military personnel Effectively and efficiently conducts repairs in overseas ports <ul style="list-style-type: none"> A <u>major deficiency</u> consists of a failure to comply with applicable processes and procedures that are defined in the Ship Manager's Operational Plan that results in measurable loss to the Government in terms of resources, mission readiness, operational performance, and/or compromising the safety or security of property or personnel. A <u>minor deficiency</u> is one that is correctable without measurable loss to the Government in terms of resources, mission readiness, operational performance and/or compromising the safety or security of property or personnel. 	<p>day operational period or the recurrence of the same deficiency through the entire operational period</p> <ul style="list-style-type: none"> Any deviation that delays cargo ops <ul style="list-style-type: none"> Any deviation Failure to notify MARAD of any requirement due within 180 days More than 3 deviations per ship per 30 day period or the recurrence of the same deficiency through the entire operational period More than 1 deviation per ship through entire operational period More than 10% over the amount agreed upon for discretionary overtime Validated adverse reports from command sponsors Work is not justified as emergency or mission critical, not satisfactorily completed or at unacceptable cost, or does not properly document work completed
Initiating Officials: COTR, SMS, SSR	Method of Inspection: COTR review of RMS, daily reports, casualty reporting, customer feedback
Frequency of Inspection: When vessel is operating, monthly QASP comments unless events require immediate action.	
Statement of Work Reference: C.2.6, C.3.3, TE-1, TE-7	Applicable References: <ul style="list-style-type: none"> Regulatory Requirements MARAD Operations Plan Navy, MSC, MSC area commands Standard Operating Instructions Activation Message and SAILORDs Deck Operating Manual Engineering Operating Manual Ship Manager developed Operations Plan Ship Manager Quality Assurance Plan

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Rating:	0 Unsat	2 Meets Standard	3 Exceeds Standard
Rationale/Comments (required for each level; COTR shall enter comments in conjunction with SMS and SOMO):			

[illegible]

Performance Goal 3: Adhere to Sound Safety, Security and Environmental Standards and Practices with No Adverse Impact on Personnel, Environment and Property

Performance Element 3-1: Environmental	
Performance Objectives: <ul style="list-style-type: none"> • Zero pollution incidents • Maintain control of all on-board hazardous materials and proper disposal of hazardous waste generated. • Proactive training and awareness to pollution and hazardous waste regulations and response requirements. • Effective and efficient response to <i>any</i> pollution incident. • Effective Shipboard Waste Management control 	
Standards <u>Exceeds Standard</u> (must accomplish first two bullets and any two of last three) <ul style="list-style-type: none"> • Zero preventable incidents • Achieves all other “Meets Standards” requirements • Hazardous Waste is properly disposed of utilizing efficient and cost effective solutions • Innovative methods and efforts to reduce the shipboard waste stream • Performs various realistic and applicable training and drills. <u>Meets Standard</u> <ul style="list-style-type: none"> • In the event of a pollution incident, regardless of cause, SM personnel follow all response plans for mitigating damage. (100% conformity required) • Staff and crew are trained to current standards and drills are conducted • Response Plans are current and detailed (no deficiencies identified) • Waste Plan is current, detailed and executed in accordance with local, State and Federal regulations. • MSDS booklet is maintained (minimum 20 samples inspected) • HAZMAT is properly controlled and documented (minimum 20 samples inspected) • Hazardous Waste is properly disposed of and documented • Oil transfer log must be current and updated • USCG ballast water requirements are implemented including log <u>Unsatisfactory</u> (any will result in an Unsat.) <ul style="list-style-type: none"> • A preventable pollution incident • A confirmed third party notification of an incident • Failure to meet any of the “Meets Standard” items 	Quality Levels <u>Exceeds Acceptable Quality Levels</u> <ul style="list-style-type: none"> • Zero Incidents • 100% Compliance • Objective Quality Evidence (OQE) • OQE • OQE <u>Acceptable Quality Level</u> <ul style="list-style-type: none"> • 100% Conformity • Demonstrates 100% Compliance • Zero Deficiencies • Zero Citations • >90% Compliance • 100% Accuracy • 100% Compliance • 100% Compliance • 100% Compliance and Accuracy <u>Unsatisfactory Quality Level</u> <ul style="list-style-type: none"> • >0 Incidents • >0 Incidents • >0 Observations
Initiating Officials:	Method of Inspection:

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COTR, Region Environmental Specialists, Region QI, 613	Check off list Vessel Response Plan/SOPEP (Government documents provided to SM) COMINST 5090.1B and 5090.5CH-1 and 5090.6 CH-1 COTR on-board inspection Review of relevant logs and records ISO 14000 (series)								
Frequency of Inspection: <u>Continuous monitoring and inspection</u>									
COTR discretion, but at least monthly. All items to be reviewed semi-annually.									
Statement of Work Reference: <ul style="list-style-type: none"> C. 4.2 TE-1, Section 19 	Other Applicable References: <ul style="list-style-type: none"> U.S. Code of Federal Regulations State and Local Environmental regulations MARPOL Annex V, Section 73/78 ISO 14000 (series) SM Quality Plan Vessel Response Plan or Shipboard Oil Pollution Emergency Plan HAZWOPER training MSDS Sheets 								
<table style="width: 100%; border: none;"> <tr> <td style="width: 15%;">Rating:</td> <td style="width: 15%; text-align: center;">0</td> <td style="width: 15%; text-align: center;">2</td> <td style="width: 15%; text-align: center;">3</td> </tr> <tr> <td></td> <td style="text-align: center;">Unsat</td> <td style="text-align: center;">Meets Standard</td> <td style="text-align: center;">Exceeds Standard</td> </tr> </table>		Rating:	0	2	3		Unsat	Meets Standard	Exceeds Standard
Rating:	0	2	3						
	Unsat	Meets Standard	Exceeds Standard						
Rationale/Comments (COTR will coordinate region personnel comments):									

Performance Element 3-1: Environmental				
Pollution or Environmental Incidents		Yes	No	Remarks
For use by Government				
<i>HAZMAT is properly controlled and documented.</i>				
For use by Government				
<i>Hazardous Waste is properly disposed of and documented.</i>				
For use by Government				
<i>MSDS booklet is maintained.</i>				
For use by Government				
<i>Staff and crew are trained and drills are conducted</i>				
For use by Government				
<i>Response Plans are current and detailed.</i>				
For use by Government				

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<i>Waste Plan is current, detailed and executed in accordance with local, State and Federal regulations.</i>			
For use by Government			
<i>Oil transfer log must be current and updated.</i>			
For use by Government			
<i>Ballast Water transfer log must be current and updated.</i>			
For use by Government			

Performance Element 3-2: Safety	
Performance Objective: Ship Manager is effectively and efficiently executing their Safety Management Plan in accordance with MARAD direction that results in no adverse impact on personnel or the vessel.	
Standards <u>Exceeds Standard</u> <ul style="list-style-type: none"> Routinely exceeds ISM standards, including exceeding Permit to Work procedures and maintain logs as required by SM Contract, which includes work permits over and above the following: 1) Lock Out/Tag Out, 2) Confined Space Entry Promptly addresses and corrects nonconformities Actively encourages participation from all Company and Shipboard personnel in the Safety Program, including providing innovative content into monthly Safety Meeting that are held onboard RRF vessels for which the Ship manager is responsible Initiates valid safety improvements Performs safe, realistic, and applicable emergency drills that exceed regulatory and contractual requirements Consistently provides Root Cause analyses of incidents that are clear, concise, and thorough prior to required deadline Communications to all concerned parties regarding Safety Issues are communicated in a timely, unequivocal manner with a clearly understood meaning Outstanding Risk Management Program <u>Meets Standard</u> <ul style="list-style-type: none"> All ISM standards met, including, but not limited to, utilizes Permit to Work procedures and maintain logs as required by SM Contract, which includes the following: 1) Lock Out/Tag Out, 2) Confined Space Entry Required Audits completed Root cause analysis of incidents completed with sufficient information Necessary safety improvements accomplished Performs safe, realistic, and applicable emergency drills 	Quality Levels <u>Exceeds Acceptable Quality Levels</u> <ul style="list-style-type: none"> Objective Quality Evidence (OQE) OQE OQE OQE OQE Reduces Costs of Safety Incidents by 20% compared to previous year with No Lost Time Incidents in ROS or FOS attributable to Risk Management Program deficiency and Attains all Quality Level elements to meet standard <u>Acceptable Quality Level</u> <ul style="list-style-type: none"> 100% Conformity 100% Conformity OQE OQE OQE

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<ul style="list-style-type: none"> • Supports participation from all Company and Shipboard personnel in the Safety Program, including ensuring each vessel assigned to the SM holds regularly scheduled Safety Meetings • Addresses and corrects nonconformities • Communications to all concerned parties regarding Safety issues are communicated without unreasonable delay and are sufficiently understandable • Acceptable Risk Management Program 	<ul style="list-style-type: none"> • OQE • 100% Conformity, OQE • OQE • Tracks and publicizes safety metrics and Complies with all regulatory requirements, Complies with all contract requirements and Promptly submits reports, SitReps, incident reports, and lessons learned for all reportable incidents to MARAD, and Lost time incidents do not unjustifiably exceed upper median level in number or cost, either in FOS or ROS, when compared against other RRF Ship Managers.
<p><u>Unsatisfactory</u></p> <ul style="list-style-type: none"> • Fails to consistently meet ISM standards, including, but not limited to, failure to utilize Permit to Work procedures and maintain logs as required by SM Contract , which includes the following: 1) Lock Out/Tag Out, 2) Confined Space Entry • Consistently fails to conduct required audits, without justifiable reason, as prescribed by ISM and the responsible Classification Society • Root Cause analyses of incidents (when required) are DEFICIENT in one or more of the following elements without justifiable reason: 1) Incomplete Investigative Reports, 2) Poorly Written Reports (i.e. vague or unclear), or 3) Reports not submitted or not submitted in a timely manner. • Recommended safety improvements are unjustifiably ignored, not accomplished, or are accomplished only sporadically • Communications to all concerned parties regarding Safety Issues are consistently not provided or unreasonably delayed and are either incomplete or unreasonably lacking in sufficient clarity. • Required emergency drills are, without valid reason, not conducted, conducted sporadically, or conducted with 	<p><u>Unsatisfactory Quality Level</u></p> <ul style="list-style-type: none"> • Fails two (2) consecutive required external audits from the responsible Classification Society • Failure to conduct two (2) consecutive required internal audits or more than half of the required audits in any calendar year • Deficient Root Cause Analyses • Any incident occurring • OQE • OQE

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<p>little or no attention to quality of training</p> <ul style="list-style-type: none">• Risk Management Program is effectively nonexistent or fails to achieve minimum standards set forth in SM contract <

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<u>Rationale/Comments required for all rating levels:</u>

Performance Element 3-2: Safety			
<i>ISM standards</i>	Yes	No	Remarks
For use by Government			
<i>Performs required audits</i>			
For use by Government			
<i>Performs realistic and applicable safety drills.</i>			
For use by Government			
<i>Supports participation from all Company and Shipboard personnel in the Safety Program.</i>			
For use by Government			
<i>Addresses and corrects nonconformities and implements safety improvements</i>			
For use by Government			

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<i>Root cause analysis of incidents completed with sufficient information.</i>			
For use by Government			

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Performance Element 3-3: Security	
Performance Objective: Provide resources, programs and procedures to ensure proper vessel security on all RRF vessels by following and revising, as necessary, the USCG approved Vessel Security Plan (VSP).	
Standards <u>Exceeds Standard</u> <ul style="list-style-type: none"> Innovative methods or efforts to promote vessel security No security related CG-835's from last COI <u>Meets Standard</u> <ul style="list-style-type: none"> Performs and logs quarterly and annual security drills and exercises (ROS/FOS ships) Maintains complete visitor/contractor access control and records (ROS/FOS ships) Maintains, updates and audits VSP IAW Coast Guard Regulations (all RRF ships) Maintains RRF security and FP training standards IAW RRF and MSC security training requirements to include Anti-Terrorism Officer (ATO), CBR-D Officer and 5-person Small Arms FP Team (ROS/FOS ships) Maintains proper controls and accountability for small arms and submits annual Small Arms Verification List to MSC per instructions from MAR-613 (ROS/FOS) Corrects outstanding Coast Guard deficiencies to the vessel's security (CG-835) within allotted time frame (all RRF ships) <u>Unsatisfactory</u> <ul style="list-style-type: none"> Does not achieve "Meets Standard" requirements Any security related CG-835's still outstanding beyond allotted correction period 	Quality Levels <u>Exceeds Acceptable Quality Level</u> <ul style="list-style-type: none"> Objective Quality Evidence (OQE) Zero 835's <u>Acceptable Quality Level</u> <ul style="list-style-type: none"> 100% Conformity 100% Conformity 100% Conformity 100% Conformity 100% Conformity 100% Conformity <u>Unsatisfactory Quality Level</u> <ul style="list-style-type: none"> >0 Observations 1 or more deficiencies
Initiating Official: COTR, MAR-613, Regional Designate	
Method of Inspection: COTR review of RMS Visual inspection of equipment and systems during ship visits by COTR USCG Inspections	

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<u>Frequency of Inspection:</u> COTR discretion, but at least monthly. All items to be reviewed semi-annually.		
<u>Statement of Work Reference:</u> C.2.	<u>Applicable References:</u> RMS, Ship Operating Manuals; Applicable Regulatory Rules, Regulations and MOUs SM Business Plan, Vessel Security Plan (VSP)	
<u>Rating:</u> <div style="display: flex; justify-content: space-around; margin-top: 10px;"> <div style="text-align: center;">0 Unsat</div> <div style="text-align: center;">2 Meets Standard</div> <div style="text-align: center;">3 Exceeds Standard</div> </div>		
Rationale/Comments required for all rating levels: (COTR will coordinate region personnel comments)		

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Performance Element 3-3 Security			
<i>Security program</i>	Yes	No	Remarks
For use by Government			
<i>CG-835</i>			
For use by Government			
<i>Logbooks and Drills</i>			
For use by Government			
<i>MSC Security Requirements</i>			
For use by Government			
.			

Performance Goal 4: Adequately Crew Vessels with Qualified Marine Personnel

Performance Element 4-1: Contract Manning Levels and Quality	
Performance Objective: Provide for safe, efficient and economical operation of the vessel by employing qualified marine personnel.	
Standards <u>Exceed Standard</u> (All required for Exceeds Standard.) <ul style="list-style-type: none"> Provides FOS manning in accordance with operational requirements Crew members perform in a professional manner The crew is fully trained, qualified, and/or certified for operational requirements in accordance J-13 <u>Meets Standard</u> <ul style="list-style-type: none"> Provides ROS manning level in accordance with the Ship Manager's contract proposal Provides FOS manning in accordance with operational requirements The crew is fully trained, qualified, and/or certified for operational requirements in accordance J-13 The crew is physically qualified and vetted according to operational requirements Crew members perform in a professional manner <u>Unsatisfactory</u> (Any will result in an Unsat.) <ul style="list-style-type: none"> Provides ROS manning level in accordance with the Ship Manager's contract proposal Provides FOS manning in accordance with operational requirements The crew is fully trained, qualified, and/or certified for operational requirements in accordance J-13 The crew is physically qualified and vetted according to operational requirements Crew members perform in a professional manner A <u>major incident</u> consists of an action or event that results in measurable loss to the Government in terms of resources, mission readiness, operational performance, and/or compromising the safety or security of property or personnel. A major incident does require investigation by the Government or other third party. A <u>minor incident</u> is an action or event that results without measurable loss to the Government in terms of resources, mission readiness, and/or safety or security of property or	Quality Levels <u>Exceeds Acceptable Quality Levels</u> <ul style="list-style-type: none"> Objective Quality Evidence (OQE) No major or minor incidents per 180 day period per ship OQE – for at sea rotation in ROS, training efficiencies <u>Acceptable Quality Level</u> <ul style="list-style-type: none"> No deviations Provides manning levels suitable for operational requirements No deviations No deviations No more than 2 minor incidents per 180 day period per ship and No major incidents <u>Unsatisfactory Quality Level</u> <ul style="list-style-type: none"> Crew does not meet standard Crew does not meet standard Crew does not meet standard Crew does not meet standard One major incident or more than two minor incidents

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personnel but can require ship manager investigation and corrective action.		
Acceptable Quality Levels (AQLs): <u>100% of Crew has current USCG Mariner Documentation/STCW Certifications at activation and on a monthly basis during Phase O.</u>		
Initiating Official: COTR	Method of Inspection: COTR random checks of crew lists and credentials	
Frequency of Inspection: Monthly reviews and at activations		
Statement of Work Reference: C.5.2 – 5.4	Applicable References: <ul style="list-style-type: none"> STCW-95 or current document USCG licensing or certification for billet occupied US Public Health Regulations CFRs, STCW, J-13, IMO	
Rating: 0 2 3 Unsat Meets Exceeds Standard Standard		
Rationale/ Comments required for all rating levels):		

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Performance Element 4-1: Manning Levels and Quality			
<i>Ship manning and Crew Qualifications</i>	Yes	No	Remarks
For use by Government			

Performance Goal 5: Compliance with Government and Company Business Policies, Procedures and Practices

Performance Element 5-1: Quality Assurance	
<p><u>Performance Objective:</u> Adherence to SM-developed Quality Assurance Plan, providing accurate data submissions, correcting deficiencies identified by inspections, and taking effective measures to preclude recurrence of deficiencies.</p>	
<p>Standards</p> <p><u>Exceeds Standard –</u></p> <ul style="list-style-type: none"> Full implementation of the QA Plan is evaluated to be exceptionally effective in meeting the objective <p><u>Meets Standard</u></p> <ul style="list-style-type: none"> SM fully implements the QA Plan sufficient to meet the objective <p><u>Unsatisfactory</u></p> <ul style="list-style-type: none"> SM personnel do not abide by procedures of QA Plan <ul style="list-style-type: none"> A <u>major deficiency</u> consists of a failure to comply with QA Plan that results in measurable loss to the Government in terms of resources, mission readiness, and/or compromising the safety or security of property or personnel. A <u>minor deficiency</u> is one that is correctable without measurable loss to the Government in terms of resources, mission readiness, and/or safety or security of property or personnel. 	<p>Quality Levels</p> <p><u>Exceeds Acceptable Quality Levels</u></p> <ul style="list-style-type: none"> Objective Quality Evidence (OQE) <p><u>Acceptable Quality Level</u></p> <ul style="list-style-type: none"> 95% or greater compliant on evaluated factors and no major deficiencies <p><u>Unsatisfactory Quality Level</u></p> <ul style="list-style-type: none"> <95% compliant on evaluated factors or one or more major deficiencies
<p><u>Standard:</u></p> <ul style="list-style-type: none"> Ship Manager developed Quality Assurance Plan ISO 9000 (series) 	
<p><u>Initiating Officials:</u> COTR</p>	<p><u>Method of Inspection:</u> Review of records to determine effectiveness of corrective action, internal audits, external audits, root cause analysis documents, and quality assurance testing.</p>
<p><u>Frequency of Inspection:</u> Random, no less than quarterly.</p>	
<p><u>Statement of Work</u></p>	<p><u>Other Applicable References:</u></p>

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Reference: C.6.7.2.1 C.6.7.2.2	Federal Acquisition Regulations		
Rating:	0 Unsat	2 Meets Standard	3 Exceeds Standard
Rationale/Comments (COTR and ACO will each comment):			

Performance Element 5-1: Quality Assurance			
<i>Quality Assurance Plan and Procedures</i>	Yes	No	Remarks

For use by Government

Performance Element 5-2: Acquisition Procedures	
<p><u>Performance Objective:</u> Acquisition procedures are in compliance with applicable regulations and reflect good commercial procurement practice.</p>	
<p>Standards</p> <p><u>Exceeds Standard</u></p> <ul style="list-style-type: none"> Ship Manager exceeds the acceptable standard for acquisition procedures that are in compliance with applicable regulations and reflect good commercial procurement practice <p><u>Meets Standard</u></p> <ul style="list-style-type: none"> Ship Manager meets the acceptable standard for acquisition procedures that are in compliance with applicable regulations and reflect good commercial procurement practice <p><u>Unsatisfactory</u></p> <ul style="list-style-type: none"> Ship Manager is not meeting the acceptable standard for acquisition procedures that are in compliance with applicable regulations and reflect good commercial procurement practice <ul style="list-style-type: none"> A <u>major deficiency</u> consists of a failure to comply with applicable laws or procedures that results in measurable loss to the Government in terms of resources, mission readiness, and/or compromising the safety or security of property or personnel. A <u>minor deficiency</u> is one that is correctable without measurable loss to the Government in terms of resources, mission readiness, and/or safety or security of property or personnel. 	<p>Quality Levels</p> <p><u>Exceeds Acceptable Quality Level</u></p> <ul style="list-style-type: none"> >95% compliant on evaluated factors and no major deficiencies <p><u>Acceptable Quality Level</u></p> <ul style="list-style-type: none"> 90-95% compliant on evaluated factors and no major deficiencies <p><u>Unsatisfactory Quality Level</u></p> <ul style="list-style-type: none"> <90% compliant on evaluated factors or one or more major deficiencies
Initiating Officials: CO	Method of Inspection: Review and interviews by the ACO Periodic & random reviews of subcontract files.
Frequency of Inspection: Annually or more frequently as required	
Statement of Work Reference: C.6.7 to 6.7.1.4	Other Applicable References: <ul style="list-style-type: none"> Ship Manager Contract Federal Acquisition Regulation

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Attachment J-2	<ul style="list-style-type: none"> Ship Manager developed and MARAD approved Commercial Purchasing System Procedures 		
Rating:	0 Unsat	2 Meets Standard	3 Exceeds Standard
Rationale/ Comments required for all rating levels):			

Performance Element 5-2: Acquisition Procedures	Yes	No	Remarks
1.0 COMMERCIAL PURCHASING SYSTEM (CPS):			
For use by Government			
2.3 SUBCONTRACT REVIEWS – (CONSENT REQUIRED)			
For use by Government			
3.0 MARAD SPECIFIC SUBCONTRACT REQUIREMENTS			
For use by Government			
Assess Effectiveness of SMGR Internal Controls:			
For use by Government			

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Performance Element 5-3: Acquisition Operations	
Performance Objective: Acquisition operations are in compliance with approved commercial purchasing system procedures.	
Standards <u>Exceeds Standard</u> <ul style="list-style-type: none"> Ship Manager exceeds the acceptable standard for being in compliance with all applicable regulations and procedures <u>Meets Standard</u> <ul style="list-style-type: none"> Ship Manager meets the acceptable standard for being in compliance with all applicable regulations and procedures <u>Unsatisfactory</u> <ul style="list-style-type: none"> Ship Manager is not meeting the acceptable standard for being in compliance with all applicable regulations and procedures A <u>major deficiency</u> consists of a failure to comply with applicable laws or procedures that results in measurable loss to the Government in terms of resources, mission readiness, and/or compromising the safety or security of property or personnel. A <u>minor deficiency</u> is one that is correctable without measurable loss to the Government in terms of resources, mission readiness, and/or safety or security of property or personnel. 	Quality Levels <u>Exceeds Acceptable Quality Levels</u> <ul style="list-style-type: none"> >95% compliant on evaluated factors and no major deficiencies <u>Acceptable Quality Level</u> <ul style="list-style-type: none"> 90-95% compliant on evaluated factors and no major deficiencies <u>Unsatisfactory Quality Level</u> <ul style="list-style-type: none"> <90% compliant on evaluated factors or one or more major deficiencies
Initiating Officials: CO	Method of Inspection: Contract Administrative Review of procurement documents. Periodic & random reviews of subcontract files.
Frequency of Inspection: Annual	
Statement of Work Reference: C.6.7 to 6.7.1.4 Attachment J-2	Other Applicable References: <ul style="list-style-type: none"> Ship Manager Contract Federal Acquisition Regulation Ship Manager developed and MARAD approved Commercial Purchasing System Procedures
Rating:	0 2 3

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Unsat	Meets Standard	Exceeds Standard
Rationale/ Comments required for all rating levels):		

[illegible]

Performance Element 5-4: Deliverables			
Performance Objective: Timely and accurate submittal of deliverables			
Standards <u>Exceed Standards</u> <ul style="list-style-type: none"> Deliverables are delivered early <u>Meets Standards</u> <ul style="list-style-type: none"> Deliverables are delivered on-time <u>Unsatisfactory</u> <ul style="list-style-type: none"> Deliverables are late 		Quality Levels <u>Exceeds Acceptable Quality Levels</u> <ul style="list-style-type: none"> >95% are timely or early <u>Acceptable Quality Level</u> <ul style="list-style-type: none"> 90% or more are timely per J-4 <u>Unsatisfactory Quality Level</u> <ul style="list-style-type: none"> <90% are timely per J-4 	
Initiating Officials: COTR		Method of Inspection: 100% sample inspected on deliverables that require acceptance; sampling on deliverables that do not require acceptance	
Frequency of Inspection: <u>Quarterly</u>			
Statement of Work Reference: TE-3 and J4		Applicable References: Ship Manager Contract (Attachment J-4, TE3)	
Rating: 0 2 3 Unsat Meets Exceeds Standard Standard			
Rationale/Comments (whoever the cognizant reviewing official is for the deliverable – Attachment J-4, must notify the COTR who will enter comments):			

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Performance Element 5-4: Deliverables	Yes	No	Remarks
<i>Submittal of Deliverables</i>			

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Performance Goal 6: Effective Management and Control of Costs

Performance Element 6-1: Effective Management and Control of Costs

Performance Objective:

Ship Manager effectively manages and controls costs by implementing business processes and practices that accurately estimate, track, reconcile and close-out actions.

Standards

Exceeds Standard (4 out of 5 required to exceed standard)

- Actual costs are within estimated cost for approved SM Business Plan items
- Invoices are submitted promptly following receipt from vendor IAW SM procedures under 7.2.1 & 7.2.2
- Invoices are free of errors and mistakes
- Task orders are closed out within 6 months following end of performance period
- SM overtime costs are within SM estimates or MARAD guidelines

Meets Standard

- Actual costs are within estimated cost for approved SM Business Plan items
- Invoices are submitted promptly following receipt from vendor IAW SM procedures under 7.2.1 & 7.2.2
- Invoices are free of errors and mistakes
- Task orders are closed out within 6 months following end of performance period
- SM overtime costs are within SM estimates or MARAD guidelines
- Authorized Task Order amount are not exceeded

Unsatisfactory (any of the following):

- Authorized task order amount is not exceeded
- Actual costs are within estimated cost for approved SM Business Plan items
- Invoices are submitted promptly following receipt from vendor IAW SM procedures under 7.2.1 & 7.2.2
- Invoices are free of errors and mistakes
- Task orders are closed out within 6 months following end of performance period
- SM overtime costs are within SM estimates or MARAD guidelines

Quality Levels

Exceeds Acceptable Quality Levels

- Actual costs are within + or - 5% of BP estimates for the period evaluated
- 98% of invoices are submitted IAW SM procedures
- No more than 2% of invoices are returned due to errors and mistakes
- 90% of TO are closed in < 6 months following end of performance period
- Actual OT costs are within + or - 5% of BP line item estimates

Acceptable Quality Levels

- Actual costs are within + or - 10% of BP estimates for the period evaluated
- 95% of invoices are submitted IAW SM procedures
- Not more than 10% of invoices are returned for errors and mistakes
- 80% of TOs are closed in < 6 months following end of performance period
- Actual OT costs are within + or - 10% of BP line item estimates
- 100%

Unsatisfactory Quality Level

- Less than 100%
- Actual costs are greater than 10% of BP estimates for the period evaluated
- Less than 95% of invoices are submitted IAW SM procedures
- Greater than 10% of invoices are returned due to errors and mistakes
- Less than 80% of TO are closed in less than 6 months following end of performance period
- Actual OT costs are greater than 10% of BP line item estimates

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Initiating Officials: COTR, ACO and FCO	Method of Inspection: Review of RMS, EIS, SM financial documents, annual Contract Administration Review								
Frequency of Inspection: <u>Semi-annual</u>									
Statement of Work Reference: C.7, C.5.8.5, C.5.11.1.1	References: <ul style="list-style-type: none"> Generally Accepted Accounting Principles (GAAP) US as established by the Finance Account Standards Board Funded Task Orders under Ship Manager contract SM Business Plan 52.215-2 "Audit and Records -- Negotiation" and FAR Subpart 4.7 Government provided procedures under SMC (Attachment J-2, EIS) ISO 9000 (Series) 								
<table style="width: 100%; border: none;"> <tr> <td style="width: 33%;">Rating:</td> <td style="width: 33%; text-align: center;">0</td> <td style="width: 33%; text-align: center;">2</td> <td style="width: 33%; text-align: center;">3</td> </tr> <tr> <td></td> <td style="text-align: center;">Unsat</td> <td style="text-align: center;">Meets Standard</td> <td style="text-align: center;">Exceeds Standard</td> </tr> </table>		Rating:	0	2	3		Unsat	Meets Standard	Exceeds Standard
Rating:	0	2	3						
	Unsat	Meets Standard	Exceeds Standard						
Rationale/Comments (responsible party fills out -.no comment required for "Meets Standard"):									

[illegible]